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eCornell

NTIS and eCornell – eTraining Partners

Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of 18 certificate programs and 60 courses.

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CERTIFICATE PROGRAM
SYSTEMS AND PROCESSES IN HUMAN RESOURCES

6-course certificate series from Cornell University's School of Industrial and Labor Relations

ILRSM502 **Managing Employment Issues in a Global Context**
ILRSM504 **Systems and Strategies for Managing Organizational Conflict**
ILRHR502 **Employment Laws for the HR Professional**
ILRHR505 **Organizational Culture and Work/Life Balance**
ILRHR510 **Selection and Staffing: The Staffing Process**
ILRHR513 **Internal Consulting Skills for HR Professionals**

eCORNELL

Course Experience — How it Works

Program Quality Drives Motivation & Results

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:

- Learning experiences that target individual competencies and skills

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose

- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor

- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations

- New skill development through interactive assessments and simulations

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.

- Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.

- Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.

- In the end, 95% of students would recommend to their peers that they take an eCornell course.

Overview

Today's Human Resources professionals must be prepared to operate both locally and globally, addressing a variety of cultural and legal circumstances in order to serve their organizations effectively. eCornell has partnered with Cornell University's School of Industrial and Labor Relations to create the Systems and Processes in Human Resources Certificate. The six-course certificate helps participants address issues related to organizational conflict, strategic employment, employee relations and legal compliance from both a local and global perspective, and design initiatives to contribute to enduring organizational success.

Component Courses

Students earn the Systems and Processes in Human Resources Certificate by completing the following six courses comprising a total of 36 hours of learning:

- ILRSM504 **Systems and Strategies for Managing Organizational Conflict**
- ILRSM502 **Managing Employment Issues in a Global Context**
- ILRHR513 **Internal Consulting Skills for HR Professionals**
- ILRHR502 **Employment Laws for the HR Professional**
- ILRHR505 **Organizational Culture and Work/Life Balance**
- ILRHR510 **Selection and Staffing: The Staffing Process**

Target Audience

This certificate series is designed for Human Resource professionals charged with making Human Resources a strategic partner in their organization.

Accreditation

Students who successfully complete all six required courses in this series will receive a certificate in Systems and Processes for Human Resources from Cornell University's School of Industrial and Labor Relations.

ILRSM502 Managing Employment Issues in a Global Context

Course Overview

Today's organizations operate in global markets where employment issues, regulations, and labor practices vary dramatically among countries and regions of the world. In order for officers and managers in multinational corporations to manage multiple, diverse branches of their business, they must understand workplace diversities and develop strong cross-cultural methods for handling them. In this course participants develop a global perspective of the variability and constantly changing labor issues in the regions where they operate. Participants explore international employment systems and examine several multinational case studies that will assist them in developing practical approaches for managing global employment issues and responding to international labor and human rights challenges.

Target Audience

This course is essential for human resource and labor leaders, legal staff, and facility, business unit, and other operations managers and directors of U.S.-based multi-national corporations who need to manage unionized or non-unionized labor forces abroad.

Organizational Outcomes

Participants who complete this course will be able to:
- Manage work forces and labor relations in global settings
- Anticipate global labor relations and employment issues
- Respond effectively to labor rights pressures and challenges
- Design labor relations structures appropriate to multinational companies

Course Benefits

In this course, participants learn about:
- Employment systems used in other countries
- Identifying and adapting to international trends in labor relations
- Options for structuring human resources and industrial relations in multinational corporations
- International labor rights and standards

Certificate

This course is part of the following certificates:
- **Systems and processes in Human Resources**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Authors

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ILRSM504 Systems and Strategies for Managing Organizational Conflict

Course Overview

Workplace conflict is common in organizations. In order to manage this issue effectively and reduce the loss of productivity and high costs of litigation associated with it, modern organizations are developing specific strategies to identify and manage conflict. This course uses a fictional case study to teach participants how to design and implement an integrated conflict management system in their organizations and how to evaluate its effectiveness.

Target Audience

This course is essential for senior leadership, mid-level managers, department heads, and human resource, business unit and other managers working throughout the organization in virtually any industry. It is also indispensable for members of the legal community who advise organizations about employment practices.

Organizational Outcomes

Participants who complete this course will be able to:
- Outline a strategic approach to conflict management
- Design and develop an integrated conflict management system
- Implement an integrated conflict management system
- Evaluate the effectiveness of an integrated conflict management system

Course Benefits

In this course, participants learn about:
- Organizational conditions that favor the use of a conflict management system
- Assessing organizational readiness for a conflict management system
- Designing and supporting a conflict management system
- Implementation and training strategies
- Evaluation metrics for conflict management systems

Certificate

This course is part of the following certificates:
- **Systems and processes in Human Resources**, from Cornell University's School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Authors

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ILRHR502 Employment Laws for the HR Professional

Course Overview

In today's litigious environment it is important for managers to have a sound understanding of the legal issues that govern individual employees and the workplace. Human resource professionals in particular are required to have in-depth knowledge of local, state, and federal employment laws, as well as the ability to apply these laws to daily operations and special situations. This course will introduce participants to the Family Medical Leave Act (FMLA), Occupational Safety and Health Act of 1970 (OSHA), Fair Labor Standards Act (FLSA), National Labor Relations Act (NLRA), and other state and federal laws that govern the work environment. Participants will learn how to apply their knowledge to the organization's employment practices in order to create an efficient, effective work environment that is mutually beneficial for employees and the organization alike.

Target Audience

This course is critical for human resource managers, directors, and supervisors in any organization looking for a working knowledge of the laws and practices governing employee relations and work environments.

Organizational Outcome

Participants who complete this course will be able to:
* Identify and comprehend federal, state, and local laws related to employment practices
* Design and implement a safe environment where all employees are treated fairly and equally and in compliance with federal, state, and local employment laws
* Anticipate and resolve employee matters before they become legal issues
* Recognize and respond to potential safety hazards
* Conduct a relevant, effective investigation into potentially litigious employment issues

Course Benefits

In this course, participants learn about:
* Key employment laws and theories of FMLA, FLSA, OSHA, and NLRA
* Pertinent state and local laws
* Application of employment laws to an organization's work environment and practices
* Information needed to seek legal advice on potentially litigious employment issues
* Conducting an effective investigation into employment issues

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
* **Human Resources Studies**
* **Human Resources: Benefits and Compensation**
* **Human Resources: Selection and Staffing**
* **Human Resources: Employee Relations**
* **Human Resources: Performance Management**

Faculty Author

Susan Brecher, Esq.
Director, Curriculum and Training Design
School of Industrial and Labor Relations
Cornell University

ILRHR505 Organizational Culture and Work/Life Balance

Course Overview

When employees are dissatisfied or feel that organizational values do not align with their personal values, the result is often low morale, decreased productivity, increased absenteeism, and a growing turnover rate. The organization is expected to support a work/life balance. In this course, participants learn to identify internal and external factors that promote good employee relations and to develop a strong employee relations program that supports the values and desires of employees, while remaining compatible with the values of the organization.

Target Audience

This course is fundamental for human resource professionals, managers, and supervisors who want to develop and maintain a productive workforce in agreement with their organizational culture.

Organizational Outcome

Participants who complete this course will be able to:
- Identify and resolve employee relations problems related to organizational culture and work/life balance
- Mediate conflicts between organizational and personal values
- Organize programs and strategies to promote work/life balance in an organization

Course Benefits

In this course, participants learn about:
- Strategies for assessing the impact of organizational culture on employee relations
- The influence of organizational culture and values on employee relations
- Aligning organizational and employee values
- The effect of employee issues and concerns on an organization
- Approaches to positive employee relations
- Factors driving the trend toward an increased focus on work/life balance issues
- Work/life balance initiatives as a tool for increased quality and productivity

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
- **Human Resources Studies**
- **Human Resources: Employee Relations**
- **Systems and Processes in Human Resources**

Faculty Author

Mary Rudder
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ILRHR510 Selection and Staffing: The Staffing Process

Course Overview

Employees are an organization's most important resource. If an organization is to become a competitive force within its industry, staffing, employee retention, and the effective management of workforce reductions must be a priority. In this course, participants learn strategies for identifying and retaining high-potential and key employees, as well as efficient ways to handle planned and unexpected employee departures and workforce reductions. They also learn how to design and present reports that accurately measure the effectiveness of a human resources department's selection and staffing process.

Target Audience

This course is critical for human resource professionals, managers, supervisors, and team leaders in any industry and at any level of the organization who are responsible for, or play a role in, attracting and retaining a highly skilled workforce.

Organizational Outcome

Participants who complete this course will be able to:
- Implement highly successful strategies for retaining valued employees
- Manage employee departures and reductions in the workforce in an efficient and legal manner
- Use reports to demonstrate the effectiveness of a human resources department's selection and staffing process

Course Benefits

In this course, participants learn about:
- Elements of an effective orientation program and how it can be used as a retention tool
- Succession planning for future staffing needs
- Strategies for identifying high-potential employees and using career planning and integrated retirement planning to retain them
- Effective and legal strategies for managing downsizing
- Components of an appropriate exit interview
- Reports and tools that demonstrate the value of an organization's human resources department
- Issues that affect the selection and staffing processes

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
- **Human Resources Studies**
- **Human Resources: Employee Relations**
- **Human Resources: Selection and Staffing**
- **Systems and Processes in Human Resources**

Faculty Author

Ronald M. Katz
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Cornell University

ILRHR513 Internal Consulting Skills for Human Resource Professionals

Course Overview

The role of the HR professional is being transformed from that of the guardians or enforcer of an organization's policies and procedures into that of a strategic business partner. As demands on and expectations of HR professionals change, they must continually develop new skills to add value to the organization. Essential skills of the HR Professional as Business Partner are consulting skills. As an internal consultant, HR professionals act as a proactive advisor providing critical input into the strategic initiatives of the organization and become increasingly involved in the implementation of strategies. As HR professionals take on these additional responsibilities, our role changes and we are able to have a greater impact on the organization.

Target Audience

This course is essential designed for Human Resource professionals charged with making Human Resources a strategic partner in their organization and acting as an internal consultant.

Course Benefits

In this course, participants learn about:
- Redefining their role as proactive and advisory rather than reactive and authoritative
- The core skills required for effective consulting
- How to build and maintain credibility with their clients through intimate knowledge of their organization.
- The seven stages of the consulting process and how to implement them

Certificate

This course is part of the following certificates:
- Business Leadership Skills for Human Resource Professionals from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management.
- Systems and processes in Human Resources from Cornell University's School of Industrial and Labor Relations.

Faculty Authors

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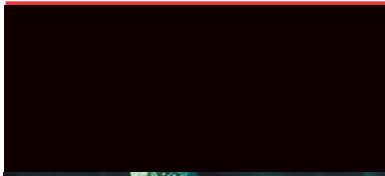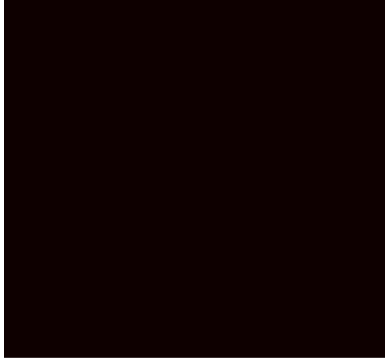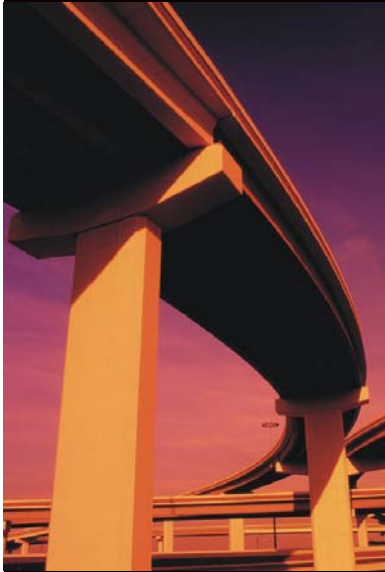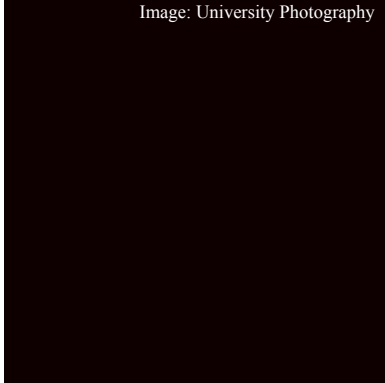School of Industrial and Labor Relations
Cornell University

In 1865 Ezra Cornell had a vision.

"I would found an institution where any person can find instruction in any study."

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

Image: University Photography